Introducing Leadership Alchemy

"Growing Future Leaders
and Ambassadors of Positive Change"

December 2006

Purpose of Leadership Alchemy

- **To develop "forward thinking" leaders who offer the competencies needed to proactively lead an organization whose mission and outcomes clearly benefit the American public**

Leadership Competencies Emphasized in Leadership Alchemy

Relating to Others	• **Working to Build Trust, Supportive Relationships and Networks** • **Influencing Others** • **Demonstrating Generous Listening Skills**
Leading and Managing Change	• **Communicating a Vision for Change** • **Planning and Implementing Organizational Change**
Leading and Managing People	• **Promoting Teamwork** • **Appreciating the Richness of Diversity and Utilizing the Full Range of Contributions of Others** • **Resolving Conflict**

Key Program Promises

At the end of the Leadership Alchemy participants gain an enhanced ability to

- **Influence others by**
    - **Coordinating effective action**
    - **Implementing and sustaining strategic change**
    - **Building trust among coworkers**
    - **Sustaining a positive mood in the organization**

- **Declare a compelling vision that engages others by**
    - **Being resilient**
    - **Being present**
    - **Sustaining lifelong learning**
    - **Being a forward-thinking leader**

- **Build and sustain high-performing teams by**
    - **Coaching and enabling other team members**
    - **Designing leadership conversations**
    - **Utilizing the full range of others' diverse contributions**
    - **Building effective networks**

Leadership is a Way of Being

*"How we see the world determines the possibilities we identify
and the actions we take.
If you change the observer that you are,
you create more possibilities for action."*

- **Leadership and management are distinct**
  - **A leader's role is to influence both the context and the mood of the organization**
  - **Leaders make choices and take responsibility for their own learning and actions**
  - **Everyone can and should be a leader, as circumstances warrant**
- **Language is generative**
  - **Language does more than describe, it creates our reality and our identity**
  - **Whatever we focus on expands and energy follows attention**
- **People learn**
  - **Holistically, through their head, heart, and hands**
  - **In a community where relationships are built both on trust and the respect for differences**
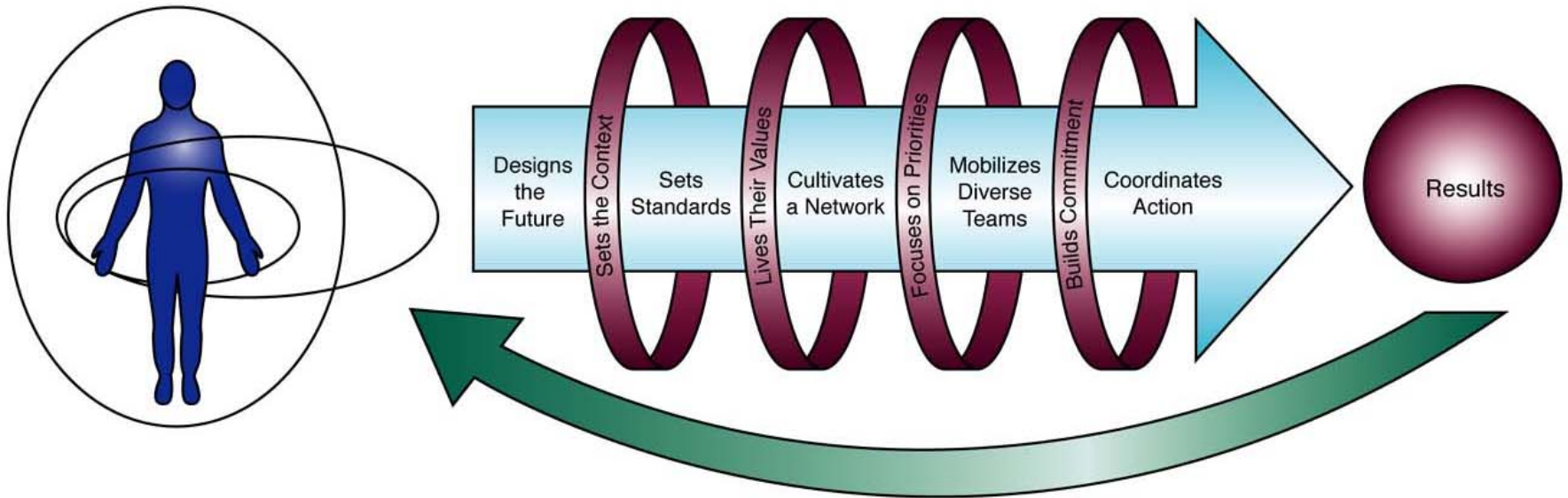 - **In a mood of lightness**

The Leadership Journey

Strengths
Teaming
Competencies
Action Learning
Storytelling
Choice
Conversations
Lightness
Wellness
Coaching
Discovery
Presence
Language
Change
Mentoring
Emotional Intelligence
Context
Appreciative Inquiry
Leadership
Questions

Transforming knowledge and skill into wisdom and action

Creating the desired organizational future

Gaining personal insight and leadership mastery

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Leadership Alchemy's Leadership Model

Program Requirements

| Attend	• All workshops in their entirety • All Exploring Leadership Colloquia presentations • Learning Team meetings
Prepare	• A Personal Leadership Vision • A Leadership Action Plan in support of your vision • Five Learning Reports
Establish	• A formal mentor-protégé relationship • Coaching relationships at individual and team levels

Practice	• Five fundamental leadership skills:
	    1. Appreciative Inquiry
	    2. Action Learning
	    3. Building the Presence of a Leader
	    4. Emotional Intelligence
	    5. Reading and Reflection

Interact	• Shadow a middle or senior manager • Interview three leaders

Each Participant Receives

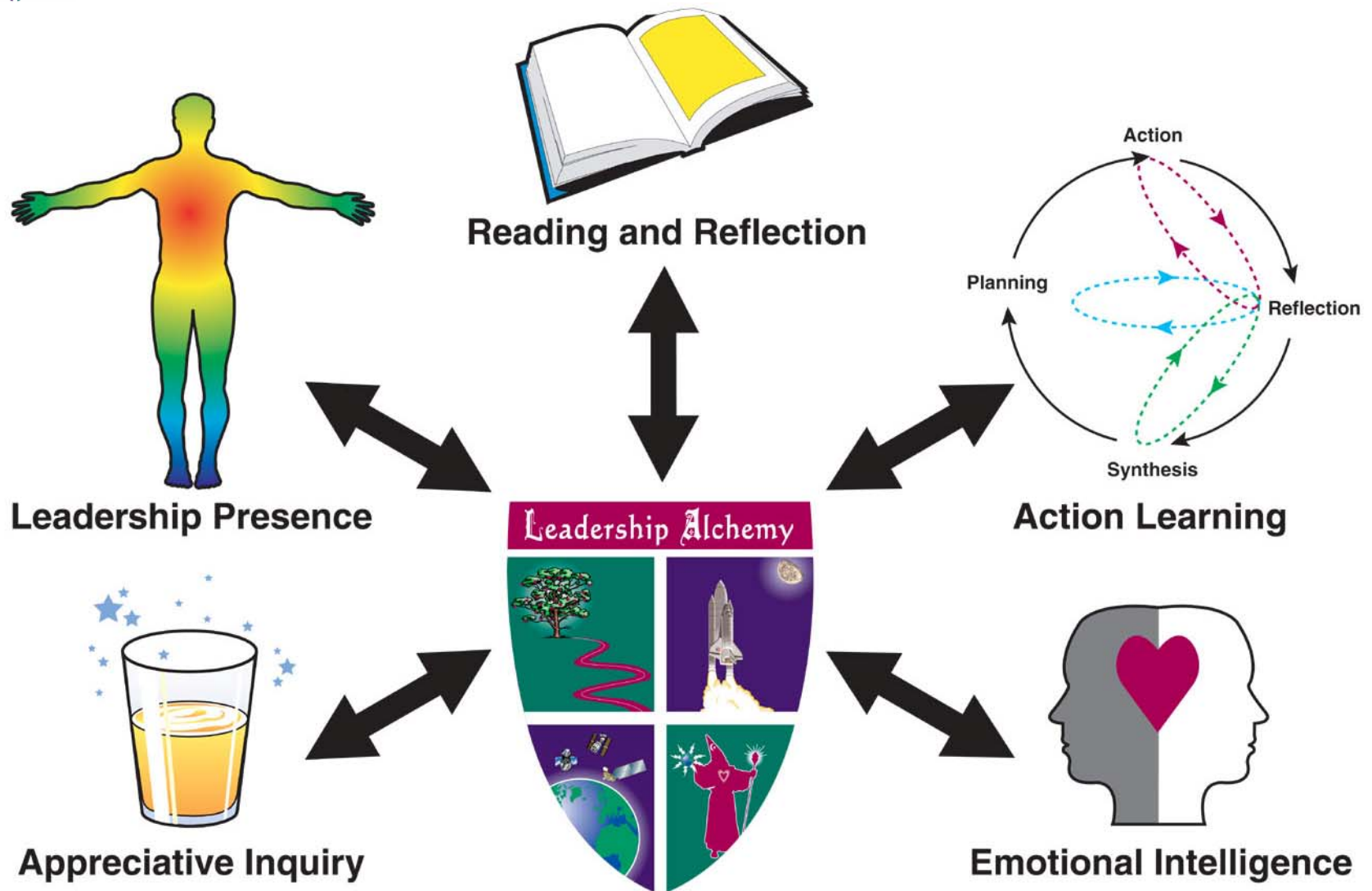|	
Workshop Learning	Maximizes learning and builds a learning community during 30 workshop days
Coaching	• individual and team coaching by a certified coach to build skills and address challenges • 2-day workshop and 1:1 coaching
Learning in Teams	Member of 4-5 person Learning Team who support each other in defining and realizing each member's leadership vision and completing the assigned tasks
Mentoring	Regularly meets with middle or senior leader to discuss leadership issues using a specially prepared Dialogue Guides
Interaction with Leaders and Managers	• Spend 3-5 work days shadowing a middle or senior manager and then prepare a report assessing the experience and their learning • Conduct private interviews with three managers and prepare a report assessing the experience and their learning • Group interview of a panel of leaders in a workshop setting • Group conversation with Center Director in a workshop setting
Practical Assignments	Action-learning assignments to maximize learning while providing immediate organizational benefits
Special Support	Personalized support of Program Facilitators who read, comment, and coach based on the Learning Reports
Assessments	• 360-degree pre- and post-program assessment using tailored tool • Several self-administered assessments, including DISC and EQ

Observer That We Are

Observer We Are → **Action** → **Result(s)**

- Questions we ask.
- Decisions we make.
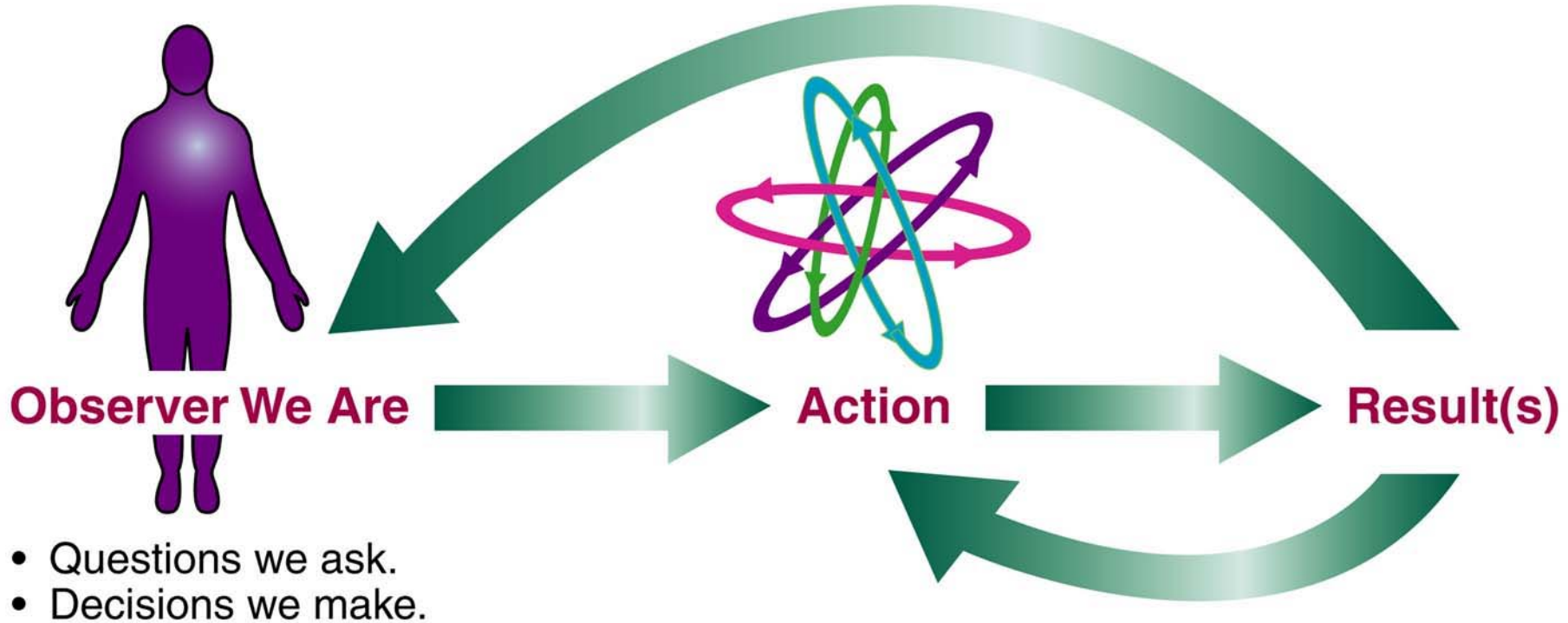
We typically revise the action to "fix" the result.
Shift the observer, and you shift the action!

Three Learning Domains
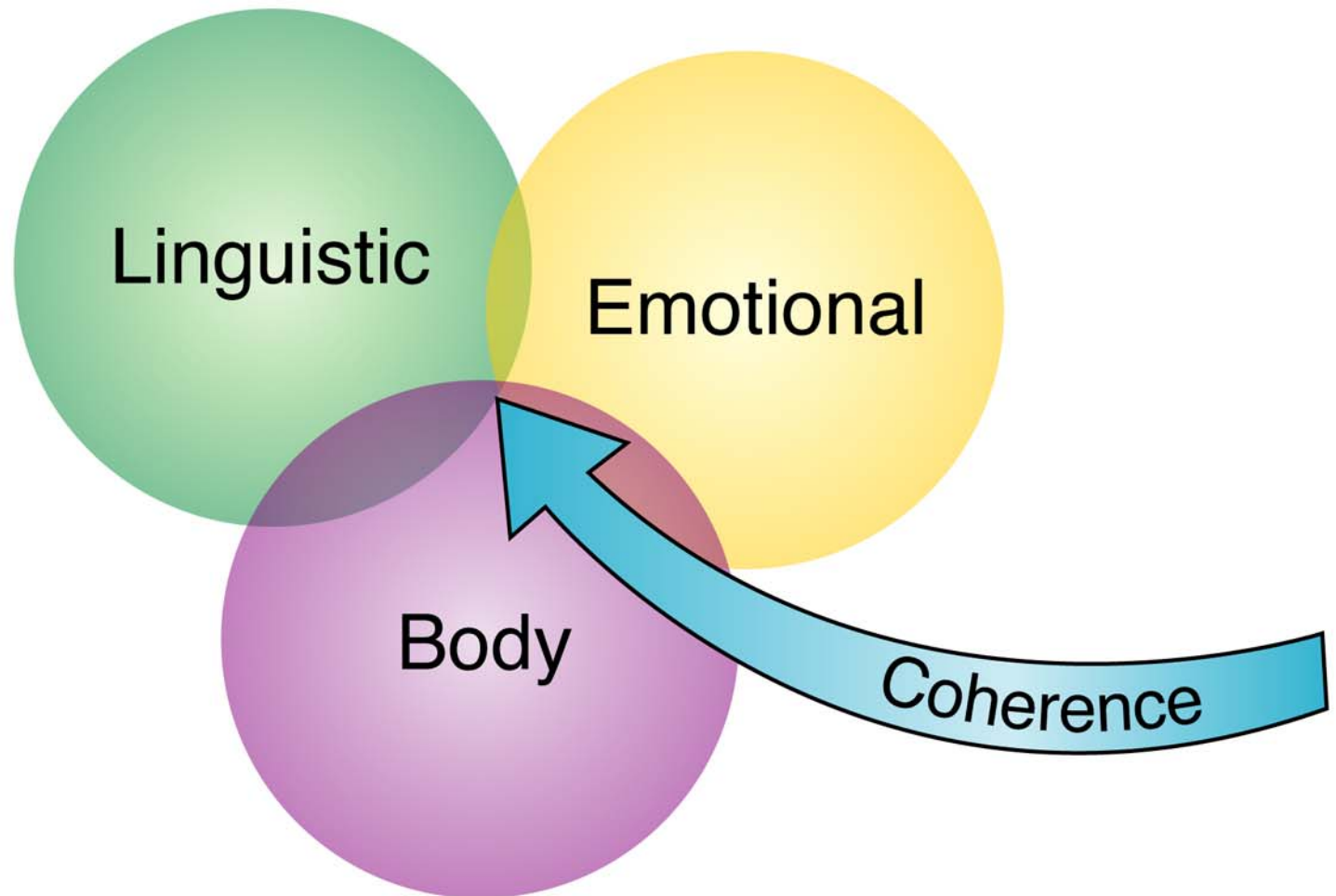
Leadership Alchemy Practices

Reading and Reflection

Leadership Presence

Action Learning

Appreciative Inquiry

Emotional Intelligence

Key Practices Defined

- **Action Learning**: A process that involves a small group of people solving real problems, while at the same time focusing on what they are learning and how their learning can benefit each group member and the organization as a whole.

- **Appreciative Inquiry**: Appreciative Inquiry (AI) is an alternative to traditional problem solving, involving both appreciation and inquiry. From the appreciative perspective, AI searches for the best in people, their organizations, and the relevant world around them and imagines a new future based on these "peak experiences." Inquiry relates to the art and practice of asking powerful and learning questions to apprehend, anticipate, and heighten positive potential.

- **Emotional Intelligence**: Emotional Intelligence (EI) is the ability to sense, understand, and effectively apply the power of emotions as a source of human energy, influence, trust, creativity, and information. Key is recognizing one's emotions and their impact, as well as others' emotions and how best to interact with them. Research demonstrates that EI plays a critical role in determining one's success in all domains of one's life – at work and at home and that EI, and not IQ alone, is the best predictor of success in life and work.

- **Leadership Presence**: Leadership Presence is the awareness of your "being" in any given moment. Some of the elements of presence are your mood about the future, your thoughts, your body language, your words, your posture, your attire, your energy level, and your emotional state. The alignment and synergy of all of these elements – or lack thereof – creates your leadership presence and directly relates to your impact as a leader.

- **Reading and Reflection**: The world we live in is increasingly dynamic. To remain effective, leaders must continually learn. An excellent learning source is reading, especially when approached from a mood of curiosity, as if one were in conversation with the author. One can reflect in many ways. Sitting quietly and thinking is a form of reflection, as is writing in a journal. In Leadership Alchemy, you will often be asked to reflect by journaling on your learning and reading.

The Value of Emotional Intelligence
from HayGroup Research

Job Complexity	Impact of EI
Low	Top 1% produce 3 times more output than bottom 1%
Medium	Top 1% produce 12 times more output than bottom 1%
High	Added value of top 1% is 127% greater than the average

Traditional Problem Solving Contrasted with Appreciative Inquiry

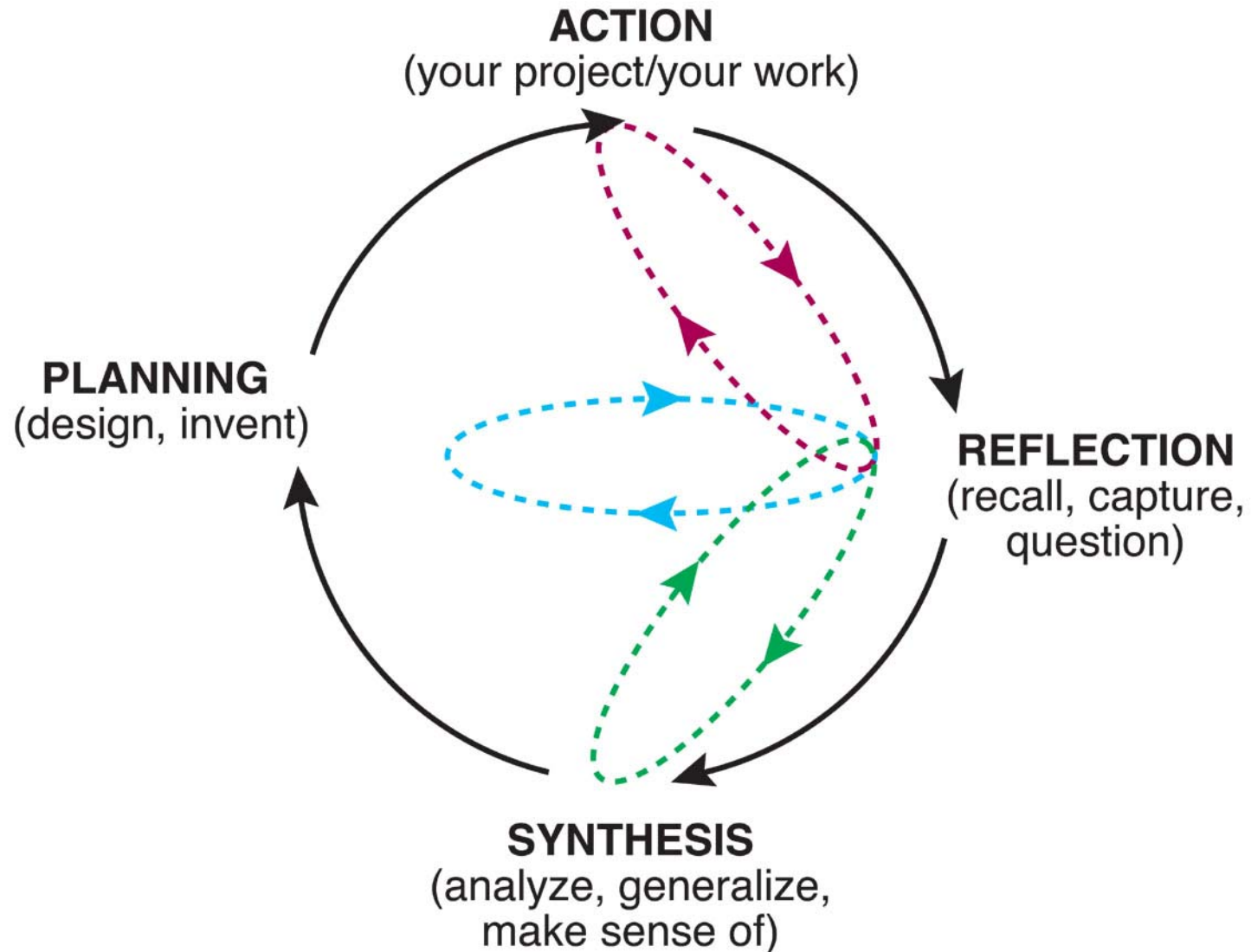| Traditional Problem Solving	Appreciative Inquiry
What problems are you having? • Define the problem • Fix what's broken • Focus on decay	*What is working well around here?* • Search for solutions that already exist • Amplify what is working • Focus on life giving forces

Appreciative Inquiry
5-D Spiral of Development

Action Cycle

ACTION
(your project/your work)

PLANNING
(design, invent)

REFLECTION
(recall, capture, question)

SYNTHESIS
(analyze, generalize, make sense of)

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Core Leadership Presence Practices

- **Stretching**: Generates energy and vitality in the body

- **Centering**: Enables one to have more power in stressful situations

- **Attention Training**: Enables one to generate more trust and deeper, more authentic relationships with others

- **Relaxation**: Facilitates sustaining high performance over time

Class of 2006 Workshops

- **Setting the Context for Learning and Jumpstarting Learning Teams – February 13-16**
- **ORIENTATION FOR COACHES, MENTORS, & SUPERVISORS – February 23**
- **WELLNESS AND SETTING THE EMOTIONAL CONTEXT FOR THE WORKPLACE – March 22-23 [23rd only for mentors and supervisors]**
- **Emotional Intelligence and Relationship Building – April 3-4**
- **Language of Leadership, Part 1 – May 2-3**
- **Language of Leadership, Part 2 – May 24-25**
- **MID-TERM CONVERSATION WITH MENTORS AND SUPERVISORS – June 8 a.m.**
- **Difficult Conversations and Powerful Questions – June 27**
- **Narrative and Storytelling for Organizational Change – July 20-21**
- **TEAMING TUNE-UP – August 2 [p.m. only for mentors and supervisors]**
- **Understanding Organizational Culture and Culture Change – August 3**
- **HeartMath – August 17 [tentative date]**
- **Applied Leadership Tools – August 29**
- **Coaching for Presence and Presentations – September 19-21**
- **Leader as Coach – October 18-19**
- **Action Learning Report Out – November 2**
- **SUMMARY WORKSHOP AND GRADUATION – NOVEMBER 6-8 [8th, 1-4 only for mentors and supervisors]**
- **Post-Assessment Feedback – spring 2007 TBD**

Note: Mentors and Supervisors are invited to those in UPPER CASE

Key Books and Articles

- *Deep Change: Discovering the Leader Within* by Robert Quinn
- *Now, Discover Your Strengths* by Marcus Buckingham and Donald O. Clifton
- *Fierce Conversations* by Susan Scott
- *Mastery: The Keys to Success and Long Term Fulfillment* by George Leonard
- *The Knight in Rusty Armor* by Robert Fisher
- *The Thin Book of Naming Elephants: How to Surface Undiscussables for Greater Organizational Success* by Sue Annis Hammond and Andrea B. Mayfield
- *The Emotional Intelligence Quickbook* by Travis Bradberry and Jean Greaves
- *The Making of a Corporate Athlete* by Jim Loehr and Tony Schwartz
- *Top Leadership Taking the Inner Journey* by Rick Lash
- *What Leaders Really Do* by John Kotter
- *The Leader's New Work: Building Learning Organizations* by Peter Senge
- *The Discipline of Innovation* by Peter Drucker
- *Telling Tales by Steve Denning*
- *Bringing Us Back to Life: Storytelling and the Modern Organization* by Seth Kahan
- *Conversation as a Core Business Practice* by Juanita Brown and David Isaacs
- *Cultivating a Culture: Companies See Strong Links Between Worker Attitudes, Profits* by Keith Alexander

Learning Methodologies Used

Type	Est. %
Lecture	5
Experiential Activities in the Workshops	20
Individual or Group Coaching	10
Learning Team Activities	25
Individual Practices and Reflection	30
Developmental Assignments or Projects	10

Participant Demographics from 2002-2006 Programs

Skill Group	Number of Participants
Business (GS 12-15) • **Procurement** • **Human Resources** • **Accountants** • **Resource Management/Budgeting**	**56**
Scientists and Engineers (GS 12-15)	**41**

Some Benefits of the Leadership Alchemy Experience

1. Visible improvements in leadership presence and the ability to command the attention of others
2. Ability to choose their mood and set an organizational mood of lightness for others
3. Intensified passion for their work
4. Stronger and more meaningful work relationships
5. An expanded network and related increase in productivity
6. Increased creativity and willingness to take risks
7. Enhanced authenticity – a willingness to bring one's whole self to work
8. Improved teamwork and team performance
9. Dedicated to sharing knowledge and wisdom with others
10. Ability to ask learner, rather than judger questions
11. Ability to separate the "facts" of an occurrence from their emotional reaction to that occurrence
12. Enhanced ability to effectively deal with stress and balancing multiple priorities

Some Measurements & Feedback

1. Significant number with new job responsibilities and/or promotions

2. Noteworthy skill improvements based on self-reported data

3. Anecdotal input from supervisors, peers, customers, and subordinates notes similar improvements

4. Written feedback from supervisors, mentors, coaches, and participants emphasizing the changes and enhanced leadership skills

5. Public declarations by the Center Director of the changes he's noted in many participants

Recognition and Awards

- **Federal Consulting Group "Best Practice" in 2002**
- **NASA Chief Financial Officer's Financial and Resources Management Improvement Award in 2002**
- **Goddard Exceptional Team Honor Award in 2003**
- **Partnership for Public Service Case Study in 2003 – see http://www.ourpublicservice.org/solutions/solutions_show.htm?doc_id=197909**
- **Invitation to Present at the 2004 International Leadership Association's Annual Conference in Washington, D.C.**
- **Referenced in *Wake Me Up When the Data is Over* published by Jossey-Bass in the Fall 2006**
- **Training Officer's Conference Innovation of Design Award in 2006**
- **Under consideration for Innovations in Government Award co-sponsored by the Council for Excellence in Government and Harvard University's John F. Kennedy School of Government**

For More Information

- **See**
  - **NASA Goddard Leadership Alchemy Web Site**
    http://ohr.gsfc.nasa.gov/DevGuide/DevPrograms/Alchemy/home.htm
  - **Partnership for Public Service's Case Study**
    http://www.ourpublicservice.org/info-url3904/info-url_topic.htm?attrib_id=7143
- **Contact**
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  - **Gail Williams, NASA Goddard Space Flight Center, Gail.S.Williams@nasa.gov, 301-286-0159**